Discussion Topics

- Compensation Philosophy
- Current Market Positioning
- Actual Base Salary Spend vs. Market Movement
- Voluntary Attrition
- Compa Ratios
- Proposed Focal Budgets
Compensation Philosophy

- **Total Compensation Focus**
  - Base Salary
  - Variable Pay (Bonus/Incentive/Commission)
  - Equity
- **Pay for Performance/Potential**
  - Employees with highest performance/potential along with those in critical roles should be rewarded at greater levels
- **Market Competitive**
  - Ensures Oracle can attract and retain high performing/potential employees.
- **Pay Within Our Means**
  - Being fiscally responsible by managing our compensation spend.
Current Market Positioning

* Sales (Sales and Pre-Sales Job Functions)
  - Base Salary range midpoints targeted slightly below 50th percentile of market
  - OTE targeted at the 60th percentile of market

* Non-Sales (All Other Job Functions)
  - Base Salary range midpoints targeted at 50th percentile of market

* Market Peer List
  - Accenture, Adobe, AMD, Apple, BMC, CA, Cisco, EMC, Facebook, Google, HPE, IBM, Informatica, Intel, Juniper, Microsoft, NetApp, Open Text, Qualcomm, Red Hat, Salesforce, SAP, Symantec, Teradata, VMWare, Workday and Yahoo.
  - Supplemented with local market competitors where applicable.
Actual Base Salary Spend vs. Market Movement

Top 5 Countries

Top 5 Countries make up [ ] of overall employee population. [ ] of PD; [ ] of Sales; [ ] of Support; [ ] of Consulting; [ ] of G&A; [ ] of Mkting and [ ] of Support

[ ] was in [ ] with a budget of [ ]
Voluntary Attrition

Market Rates: Sales — [Redacted]; PreSales — [Redacted]; Prodev — [Redacted]; Cons — [Redacted]; Supp — [Redacted]; Finance — [Redacted]; Inftech — [Redacted]; Train — [Redacted]; Manudist — [Redacted]; HR — [Redacted]; Admin — [Redacted]
Compa Ratios are generally

- ranges from [ ]

within our [ ] largest countries

- Sales [ ]
- Development [ ]
- G&A [ ] higher
Proposed Focal

• Run separate processes for Sales (Sales & Pre-Sales job functions) and Non-Sales (all other job functions)
  — Separate budgets for each as well
• Effective Date – October 1, 2016
  — HCM Public Cloud Go-Live scheduled for October 24, 2016
• Eligibility Cutoff Date – 60 days prior to effective date
• Budgets by Country
  — excludes Argentina, Brazil and Venezuela
• Focus spend most tenured top talent/critical role employees
• OFSS process aligned to Oracle timeline and budget
## Total Proposed Budget - Oracle

<table>
<thead>
<tr>
<th>Region</th>
<th>Non-Sales</th>
<th>Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>USD</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>USD</td>
</tr>
</tbody>
</table>

*Note: The table is not filled with data.*
# Total Proposed Budget - OFSS

<table>
<thead>
<tr>
<th>Region</th>
<th>Non-Sales %</th>
<th>Non-Sales USD</th>
<th>Sales %</th>
<th>Sales USD</th>
</tr>
</thead>
</table>

[Image of table with placeholder for data]
Appendix

This slide can also be used as a Q and A slide
<table>
<thead>
<tr>
<th>Fiscal</th>
<th>Out of Cycle</th>
<th>Overall</th>
<th>Oracle</th>
<th>Market</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY17</td>
<td></td>
<td>FY17</td>
<td>FY17</td>
<td>FY17</td>
</tr>
<tr>
<td>FY18</td>
<td></td>
<td>FY18</td>
<td>FY18</td>
<td>FY18</td>
</tr>
</tbody>
</table>

This table is part of the FG&A section and shows fiscal year data for Oracle and Market in terms of out of cycle, overall, and additional metrics for Oracle and Market.
Kate – we need to know what was the budget percentage by the US, India, China, GB and Romania.
## Sales Voluntary Attrition by Country

<table>
<thead>
<tr>
<th>Country</th>
<th>HC</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Non-Sales Voluntary Attrition by Country

<table>
<thead>
<tr>
<th>Country</th>
<th>H1</th>
<th>H2</th>
<th>H3</th>
<th>H4</th>
<th>Y1</th>
<th>Y2</th>
<th>Y3</th>
<th>Y4</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Note: Specific data not visible in the image.*

*Copyright © 2023, Oracle and/or its affiliates. All rights reserved. Oracle and/or its affiliates. All rights reserved.***

---

17